



I am writing to you all today as you may have seen highly misleading news stories concerning Alberto Salazar and the Oregon Project. As you know, Do the Right Thing is one of our Maxims. So is Serving Athletes*. I ask you to make the hard calls every day on the front line of our business to live up to these values. And I want to assure you that I ask no less of myself, every day.

You should all be aware that Alberto is appealing yesterday's decision and you can read his statement [here](#). The decision by a panel of arbitrators from the American Arbitration Association did not find that Alberto or anyone in the Oregon Project administered any banned substances to any Oregon Project athlete. Unfortunately, the panel upheld three charges against Alberto, all of which were committed without an intent or effect to dope or cheat.

Some of the recent public commentary has called into question whether I've lived up to our values in connection with information shared with me on the Oregon Project. To have my name and Nike's name linked to this reckless mischaracterization is offensive.

Some stories reference an email from 10 years ago. At the time, Alberto was concerned that Nike athletes could be sabotaged by someone rubbing testosterone cream on them. As a runner, I was appalled and shocked that this could be the case. Dr. Brown and Alberto made me aware of their findings. As this work was carried out with a medical doctor, I had no reason to believe the test was outside any rules. Alberto was attempting to prevent doping of athletes — exactly the opposite of some of the commentary you may have heard. I wanted to understand what was going on. Nike did not participate in any effort to systematically dope any runners ever; the very idea makes me sick. You do not need to take my word for it, the arbitration panel itself reached the same conclusion and this is what they said:

"The Panel accepts ... that the contemporaneous emails evidence that the incident leading to the experiment was a potential act of sabotage, and that the purpose of the experiment was to prevent sabotage, that the experiment only centered around Respondent's concern about the potential for sabotage, that the protocol for the experiment was consistent with sabotage prevention and inconsistent with a doping scheme, that no efforts were made to keep the testosterone experiment a secret or to hide it in any way, and that Respondent has a long history of extensive good-faith attempts to comply with the Code."

The fact that some in the media did not even take the time to read the report and this very clear context before reporting is a regrettable sign of our times. Since the original reporting, we have provided this context to the outlets who ran the story with a different focus but I have no idea what they will do about that or when.

But for us, the Nike family, I want you to know that when I ask you to Do the Right Thing, I am doing the same myself. I would never condone cheating of any kind in sport or otherwise and I expect you wouldn't either.

As for Alberto, it's clearly a difficult time for him, his family and his athletes. I think it is important that you know we looked into these allegations and did not find that he had violated any rules. The arbitration panel may have disagreed on three points but agreed that any violations they have found were not out of an effort to dope or cheat. Just the contrary, they conclude:

"The Panel notes that the Respondent does not appear to have been motivated by any bad intention to commit the violations the Panel found. In fact, the Panel was struck by the amount of care

generally taken by Respondent to ensure that whatever new technique or method or substance he was going to try was lawful under the World Anti-Doping Code, with USADA's witness characterizing him as the coach they heard from the most with respect to trying to ensure that he was complying with his obligations. The Panel has taken pains to note that Respondent made unintentional mistakes that violated the rules, apparently motivated by his desire to provide the very best results and training for athletes under his care. Unfortunately, that desire clouded his judgment in some instances, when his usual focus on the rules appears to have lapsed. The Panel is required to apply the relevant law, the World Anti-Doping Code and its positive law enactments in the rules of international sports federations, in discharging its duty, and here that required the Panel to find the violations it did."

And as we have said, we will continue to support him in his appeal as a four-year suspension for someone who acted in good faith is wrong.

Let's make sure these stories do not distract from what we know to be true. Sport has the power to move the world forward and bring people together. Let's focus on what we do best. Let's continue to Do the Right Thing. Let's remember the athlete* and continue to inspire consumers every day.

Thanks -

A handwritten signature in black ink, appearing to read "Mark", followed by a long horizontal flourish.

Mark Parker
Chairman, President and CEO, NIKE, Inc.